

Record note of the Review Meeting on Performance of OPTCL for the period from April 2020 to March, 2021 (FY 2020-21)

Date of Review : 23.06.2021 at 03: 00 PM
 Period of Review : FY 2020-21 (April 2020 to March 2021)
 Representative of OPTCL Present : As per list enclosed as Annexure-I.

The Commission has conducted the review meeting of OPTCL through video conferencing on account of need for continuous adherence to the social distancing norms arising out of COVID-19 pandemic situation.

1. The Performance of OPTCL for FY 2020-21 was reviewed by the Commission on 23.06.2021. During the review, financial status, status of completed/ongoing/upcoming projects, major O&M activities, status of telecom projects and steps taken by IT & HRD wing of OPTCL were discussed.
2. The Commission reviewed the performance of OPTCL with reference to the execution of various ongoing transmission projects. The present status of the transmission assets available with OPTCL is as follows:

	As on 31.03.2020	Addition during April, 2020 to March 2021	As on 31.03.2021
No. of grid S/S	156	09	165
EHT Line ckt. KM	14360.100	444.517 (30.956 ckt.KM in 220 kV & 413.561 ckt.KM in 132 kV)	14804.617
Transformation Capacity (MVA)	20922.0	1384 MVA (304 MVA in 9 nos of O&M S/S + 1080 MVA in 13 nos of new s/s)	22301 MVA

3. OPTCL has submitted that 12 nos. of projects (9 nos of substations, 2 nos of transmission lines, 1 no of transformer bay with power transformer) have been completed during the financial year 2020-21 with a total investment of about Rs.380 Crores. OPTCL further submitted that the present status of 53 nos. of ongoing projects, which includes 1 no. of 400 kV S/S, 19 nos. of 220 kV S/S, 18 nos. of 132 kV S/S and 15 nos. of other projects (mainly transmission lines). Out of the above, 1 no of 400 KV s/s at Meramundali B is expected to be completed by July, 2021. Further, out of the other ongoing projects, 15 nos. of 220 kV sub-station, 13 nos. of 132 kV sub-stations are expected to be completed within FY 2021-22.
4. OPTCL has proposed to execute 17 nos. of new transmission projects (6 nos. of s/s and 11nos. of lines) with an estimated cost of Rs.2567.49 crores in future years. Out of them, 1 no of project is under estimation stage, 4 nos. of projects are under the

process of tendering and survey work is under progress in case of 3 nos. of projects. Balance 9 nos. of upcoming projects are under initial estimation stage to be taken up by the equity support from the Government of Odisha.

5. As regards O&M activity, OPTCL stated that many overloaded grid S/Ss have been upgraded and renovated during the period under review. During the period from April 2020 to March, 2021, OPTCL has augmented 9 nos. of S/Ss with addition of 304 MVA transformation capacity at an investment of Rs.44.55 Crores. The capacity addition of 3 nos. of S/Ss out of 9 nos. of augmented S/Ss, are in the area of TPNODL. Those are Joda(300/360), Soro(80/100), Udala (40/80) with total capacity addition of 120 MVA. The capacity addition programme has been undertaken in TPSODL area in Bhanjanagar(96/100) & Jayanagar(372.5/392.5) sub-stations with capacity addition of 24 MVA. Similarly, 4 nos. of sub-stations i.e. Baragarh new (12.5/52.5), Ghens(40/80), Kalugaon (80/120) and Sambalpur (103/143) in TPWODL have been augmented with addition of 160 MVA capacity.
6. In addition to the above, OPTCL has maintained spare transformer banks to meet emergency situations with an investment of Rs.8.00 Cr. The commissioning work of spare transformer at Sambalpur (40 MVA) & Jayanagar (20 MVA) are completed. Further, OPTCL has completed the diversion of 132 KV Paradeep-IFFCO lines with an investment of Rs.4.81 Cr. The conversion work of 132 KV New Bolangir-Sonepur and Pradeep-Jagatsinghpur single ckt. lines to double ckt. lines with an investment of Rs.10.57 cr. are stopped due to RoW & diversion of line for railway respectively and are scheduled to be completed by July, 2021 and December 2021 respectively.
7. As a part of R&M activity, OPTCL has replaced/repared 1 no of 400 kV, 14 nos of 220 kV, 18 nos. of 132 kV breakers, 21 nos. of 33 kV breakers in place of old/defective circuit breakers and replaced 1 no of 440 kV, 35 nos. of 220 kV, 57 nos. of 132 kV and 45 nos. of 33 kV CTs with new ones. OPTCL has replaced 6 nos. of 400 kV, 15 nos. of 220 kV, 29 nos. of 132 kV and 33 nos. of 33 kV lightning arrestors and installed 129 nos. of numerical relays in place of electro-mechanical relays. OPTCL has also procured 56 nos. of Apex-100 meters, 4 nos. of station transformers. As a part of major R&M activity under O&M, OPTCL has also replaced conductors/hardware fittings/insulators etc. for improvement in reliability of the state transmission system in 7 nos. of EHT lines.
8. OPTCL submitted that it has undertaken the following power supply developmental works on receipt of assistance from Power Supply Development Fund (PSDF).

- Installation of 125 MVAR Bus Reactor along with construction of associated bay each at 400 kV s/s at Mendhasal, Meramundali and New Duburi for VAR control for stabilization of system voltage. The installation works are scheduled to be completed by August, 2021.
 - Substation Automation Scheme (SAS) has been completed in 5 nos. of substations (Aska, Banki, Sambalpur, Brajarajnagar and Kesura). SAS work under PSDF funding is in progress in 16 nos. of s/s at Bhubaneswar, Nayagr, Khurda, Laxmipur, Rayagada, Rairangpur, Dhenkanal, Puri, Sunabeda, Chainpal, Phulnakhara, Chandpur, Kharagprasad, Ranasinghpur, Jharsuguda, Khajurikanta. (SOC-June, 2021) OPTCL has placed work order for implementation of SAS in 7 nos. of s/s namely Balasore, Bidanasi, Budhipadar, Katapali, Narendrapur, New Bolangir and Paradeep.
9. OPTCL has taken up the work for SCADA interface point at vital 132 KV s/s by laying 1745 KMs of OPGW cables with an estimated cost of Rs.48 cr. In the meantime, OPTCL has completed stringing of 1712 KMs of OPGW cables with an expenditure of Rs.42.16 cr.(till 31.03.2021). Balance work is delayed due to pending diversion/construction of new towers and is expected to be completed by September, 2021. OPTCL is in the process of providing of optical fiber based communication through 76 nos. of 132 KV and above voltage level lines having length of 2289 KMs. The Letter of Award for this purpose to the tune of Rs.58.21 crore was issued on 28.02.2019, out of which OPTCL shall avail Rs.23.04 crores as grant from PSDF. 1272 KMs of stringing of OPGW has been completed by 31.03.2021 with an expenditure of Rs.33.58 cr. and the project is expected to be completed by September 2021. OPTCL is earning a revenue of about Rs.2.38 cr. per annum at present by way of leasing dark fibers to Powergrid and BSNL. OPTCL floated EoI for finalization of new bidders for taking dark fibre on lease. OPTCL expects substantial increase of earning on this account after commissioning of OPGW networks in its upcoming projects.
10. OPTCL has completed the establishment of Primary Data Centre (PDC) in OPTCL, to cover OPTCL, GRIDCO, SLDC and DISCOM utilities. The establishment of PDC has been delayed because of COVID-19 situation and is scheduled for inauguration on 15th August, 2021.

11. The status of projects including their cost as submitted by OPTCL during the review are mentioned below :

Sl. No.	Items	Details of Projects	Cost (Rs.in Cr.)
1	Projects completed	Sub-station - 09 Nos. (including 2 switching s/s for RAMCO & GLOBAL)	350.43
		Lines (02 Nos.)	24.25
		Transformer bay alongwith 20 MVA Power Transformer at Laxmipur	4.3
		Total	378.98
2	Capacity Augmentation of S/S completed	9 Nos. of S/S (304 MVA capacity addition)	44.55
		Spare transformer installation to meet emergency	8.00
		Total	52.55
3	Ongoing Projects	400 kV S/S – 01 No	3019.93 (Expenditure till 31.03.2021 – Rs.1746.20 Cr.)
		220 kV S/S - 19 Nos.	
		132 kV S/S - 18 Nos.	
		Others - 15 Nos.	
4	Future Projects	400 KV s/s - 3 nos. -1321.45 Cr.	2567.48
		220 KV s/s - 2 nos. - 265 Cr.	
		132 KV s/s – 1 no – 31.69 Cr.	
		400/220 KV line including LILO – 634.38 Cr.	
		Radial to ring conversion project – 168.966 cr.	
		Disaster Resilient Power System – 146.00 cr.	
O & M ACTIVITIES			
5	Augmentation of S/S capacity	2 S/S in TPSODL – 24 MVA	5.41
		4 S/S in TPWODL – 160 MVA	20.52
		3 S/S in TPNODL – 120 MVA	18.62
		Total	44.55
6	Spare Transformers	Sambalpur (40 MVA) (charged on 20.10.2020)	4.90
		Jayanagar (20 MVA) (charged on 03.03.2021)	3.10
		Total	8
7	Conversion from 132 KV S/C to D/C line	Bolangir –Sonepur (53.85 KM) (Scheduled for July 2021)	6.27
		Paradeep-Jagatsinghpur (56.07 KM)(Scheduled for December,2021)	4.3
	Diversion of EHT line	Paradeep – IFFCO line from loc.29 to loc.35(3.40 KM) (work completed on 27.07.2020)	4.81
		Total	15.38
8	SCADA	Provision of SCADA at vital 132 S/S by laying 1745 KMs. OPGW cable. Stringing completed for 1712 kms as on 31.03.2021(Expected date of completion – September 2021 (LOA value -52.54 cr.)	42.16 (Total expenditure upto 31.03.2021)
9	Provision of RTU	Supply, commissioning & comprehensive AMC of 78 nos. of RTUs against replacement of old RTUs and installation of new RTUs (LOA issued on 13.12.2019)	6.2
10	Provision of OPGW	Provision OPGW for balance line sections of OPTCL with PSDF support.(2289 KM of lines) (Rs.23.04 cr. sanctioned by PSDF). (LOA value 58.21 cr.) stringing completed for 1272 KM till 31.03.2021 (Expected date of completion-30.09.2021)	33.58 (Total expenditure upto 31.03.2021)

12. OPTCL submitted that considering both executive & non-executive posts, there are about 2536 nos. of vacancies existing (as on 31.03.2021) against the sanctioned strength of 5149 nos. OPTCL has completed the implementation of e-Shakti in its 89 nos. of DDO units in HR, Pay Roll, Pension, Procurement, Project, Inventory, Finance and Energy Modules. Apart from various initiatives taken by IT wing, CCTV

surveillance system is now available in 66 grid s/s (work order issued for another 29 nos. of grid s/s). OPTCL has issued work order to ORSAC for developing Geographical Information System (GIS) covering 33 nos. of s/s, 940 route KMs of line, 360 nos. of towers.

13. OPTCL has established Primary Data Centre for OPTCL, GRIDCO, SLDC and IPDS projects (scheme) for 3 DISCOMs namely TPNODL, TPWODL & TPSODL which are scheduled for inauguration on 15.08.2021.
14. As submitted, OPTCL has handled 24,844.60 MU of energy against OERC approval of 28,550 MU during FY 2020-21. During the period, OPTCL has earned revenue of Rs.622.95 crore against OERC approval of Rs.713.75 crore. OPTCL pointed out that, there was less revenue of Rs.90.80 crore due to less transmission of power of 3705.40 MU during the period. The detailed comparative statement is presented in table below:

Revenue Approved vis-à-vis Actual for FY 2020-21

Source	ESTIMATE BY OERC FOR 2020-21			ACTUAL FOR 2020-21			
	Energy handled (MU)	Rate P/U	Amount Billed (Rs.Cr)	Energy (MU)	Rate P/U	Amount Billed (Rs Cr.)	Payment Received incl.rebate & TDS (Rs.in Cr.)
TPCODL	9,740.00			8383.30	25.00	209.58	209.58
TPNODL	6,570.00			4949.70	25.00	123.74	123.74
TPWODL	8,000.00			7358.37	25.00	184.60	184.60
TPSODL	4,050.00			3551.31	25.00	89.98	89.98
Less energy handled in DISCOMs network	200.00						
TOTAL DISCOMS	27890.00	25.00	697.25	24242.68	25.00	607.91	607.91
CGPS Wheeling	600.00	25.00	15.00	601.92	25.00	15.05	
Sale to CPP	60.00	25.00	1.5		25.00		
SUB TOTAL	660.00		16.50	601.92	25.00	15.05	
GRAND TOTAL	28550.00		713.75	24844.60	25.00	622.95	

15. OPTCL reported cash inflow of Rs.1806.69 crore and a cash outflow of Rs.1541.26 crore during the FY 2020-21. The above cash inflow includes both revenue and capital receipts during FY 2020-21. Breakup of the above amount is given below:-

Particulars	Revenue	Capital	Total
Receipts(Cr.)	747.20	1059.48	1806.69
Expenditure(Cr.)	698.86	842.40	1541.26

16. While discussing on the revenue and expenditure, the Commission opined that the employee cost which is about 45% of the total expenditure of OPTCL appears to be

very high. There is a need to control the establishment cost. OPTCL was directed to cross check/verify the actuary valuation to avoid unnecessary accumulation of money in the pension fund account. Further, contribution to the pension fund account and interest earned vis-à-vis the pension outgo to be checked. In case pension out go is more than the interest earned, gap funding only may be done by OPTCL.

17. TPWODL raised the low voltage issue in Saintala, Kesinga, Tushra & Bolangir area. As submitted, the consumers are not getting proper quality power due to delay in execution of Kesinga-Kalahandi, Junagarh-Lakhanpur, Patnagarh-Kantabanjhi transmission lines. TPWODL further raised the issue of delayed sharing of open access data by SLDC. The Commission asked OPTCL to look into these problems on priority.
18. During the discussion, OPTCL pointed out that the investments in many of their transmission projects were non-productive due to the absence of downstream evacuation arrangement by DISCOMs. DISCOMs are not taking initiative for which most of the 33 kV Bays in their substation remains idle. The Commission asked OPTCL to share such information with the DISCOMs and resolve it in the monthly meetings to be taken up by M.D., OPTCL.
19. Apart from the above discussions/ observations, the Commission directed as under:
 - (i) The Commission expressed its concern about the delay in project execution. On an average, there is a time lag of about 3 to 4 years for the projects completed during FY 2020-21. OPTCL is therefore directed to take up forest clearance and RoW matters with the Energy Department for resolving these issues with the concerned Departments and District Administration. The projects approved by the Commission and under execution should be completed within the time schedule to avoid cost and time overrun.
 - (ii) The projects are to be monitored in a more professional manner. The Commission suggested for app based project monitoring system. Since, OPTCL is executing more than 800 cr. of projects in a year, it should have a protocol in place for monitoring the progress of the projects. Assistance of professional experts may be taken during design, estimate, preparation of bill of materials, tendering etc. Everything should be documented in the work order and task lists, schedules, reporting on progress are to be carried out in a timely manner. Day-wise progress is to be recorded by the field officials so

that a consolidated report can be generated at the end of the month for the management to decide on the next course of action.

- (iii) OPTCL, during planning of transmission system should take utmost care to avoid stranded assets. Additional transmission strengthening proposals without cost benefit analysis and quantified objective would lead to system losses, high reactive power loading, stability issues etc. The consumers will also be burdened on account of such high capital investments, RoE, interest on loan, O&M expenses etc. The Commission feels that one of the reasons for increase in ARR of OPTCL from year to year is due to high capital investment in creation of stranded assets. Therefore, the Commission desires that henceforth no transmission system strengthening proposals should be executed without the prior approval of the Commission. OPTCL should submit the comprehensive system study alongwith requirements as specified in the licence conditions of OPTCL and tariff regulations for approval of the Commission before proceeding for execution of the project.
- (iv) The execution of projects is not moving in a desired manner although the primary work/responsibility of OPTCL is to have the time bound completion of projects. All the activities of the projects are to be monitored sincerely and the M.D., OPTCL should try to inculcate the sense of urgency as regards to timely execution of the projects among its officials. The Commission directed M.D., OPTCL to bring some transformational change, good practices to the organization either from his earlier experience or with the help of consultants/institutional experts.
- (v) OPTCL was directed to submit the list of assets created by them under different Government funded schemes. The representatives of DISCOMs present during the meeting were also directed to complete the verification of such assets within 15.07.2021. Any gap between OPTCL and DISCOMs may be reviewed and resolved. The Commission directed FA to Government, Department of Energy, Government of Odisha present in the meeting to take up the matter with the concerned agencies to resolve/reconcile the differences, if any. A report in this regard should reach the Commission within 31.07.2021.
- (vi) Since, proper cooperation and instant resolution of issues are required for efficient functioning of the power sector in the state, the Commission directed M.D., OPTCL to have monthly meetings with CEO's of the DISCOMs. The

CLD, SLDC should also attend such meeting. M.D., OPTCL shall fix the date and time of such meetings and share the schedule with OERC. The Commission may depute its officials to attend some of those meetings as observer. The issues identified by any utility have to be shared before hand for a fruitful deliberation and resolution. A copy of the minutes of such meeting should also be marked to OERC for information.

- (vii) OPTCL should analyse the reason of shortfall in energy drawl during FY 2020-21 with respect to the approval of OERC and submit a report to the Commission within 31.07.2021.
- (viii) OPTCL should finalise the annual accounts of FY 2020-21 and submit the same immediately to the Commission. Adoption of accounts should be completed by 30th September, 2021 for the previous financial year, i.e., FY 2020-21.
- (ix) OPTCL should initiate steps for rationalization of its Human Resource structure. Since, most of the operations are now being carried out through automation, the personnel engaged in operation can be reduced and redeployed. On-line training programmes should be conducted in the prevailing COVID-19 situation and accordingly training module may be redesigned. However, the hands-on training and field visit component may be organized observing the COVID protocols issued by the Government.

Representatives of OPTCL

1. Sri Sanjeev Singh, MD
2. Sri U.K.Pati, Director (Operation)
3. Sri R.L.Panda, Director(Project)
4. Sri S. K. Swain, Director (Finance)
5. Sri R.N. Pratihari, Director (HRD)
6. Sri B.B.Meheta, CLD(SLDC)